Arizona Commission on the Arts

Guide to Grants
for Organizations and Schools
2008-2009

Fiscal Year 2009 Grants

Arizona
Commission
on the Arts

Application Deadline:
Thursday, March 20, 2008

www.azarts.gov

Letter of Introduction

January 1, 2008

Dear Applicant:

Awarding grants to Arizona arts organizations and schools is at the center of our service. In this effort you are our partner, bringing arts experiences directly to people throughout Arizona. To help carry out this mutual goal, we provide a variety of funding opportunities that enable schools, organizations, and community groups to carry out projects, and through general operating support, to maintain ongoing, high quality public arts programming.

Our mission recognizes the ultimate beneficiary: the individual.

> *An Arizona where people broaden, deepen and diversify their engagement with the arts, as creators, audiences and supporters, in ways that are satisfying and integral to their lives.*

As you consider your grant application, we encourage you to reflect upon this broad definition of arts participation. You might be planning a project or program that will reach a large number of people as observers or audience members. Or, you may engage a small group of people to participate in the arts through hands-on experiences. Although your project will ultimately have a public participation opportunity, it could also provide benefits or opportunities for artists, volunteers or board members. All of these modes of participation are valuable and important. In the end, we hope that you will seek ways to determine: Was the experience satisfying to the participants? Did the experience achieve what you (the artist or organization) wanted to achieve? What benefits did your audience derive from participating? How can we (you, your community, and the Commission) better understand the personal benefits of the arts, and how those personal benefits collectively provide greater benefits to the organization, the school, the community and/or the state? Finally, how has our modest support made a difference in the lives of our citizens, and visitors to our state? As you consider these questions, the Commission stands ready to assist you.

We look forward to receiving your applications for arts activities in rural communities and urban centers. We hope that by working together, we will preserve the rich traditions of Arizona's ethnic communities; support arts learning for all ages and connect the arts to other areas of learning; encourage participation in the arts by people with disabilities and by citizens of all ages; and support the professional artistic growth of Arizona's arts organizations. In addition, we hope through our mutual efforts to build cultural tourism in Arizona and continue to attract businesses to our state.

Grant funding is delivered to the Arizona Commission on the Arts from the State of Arizona (**www.az.gov**) and the National Endowment for the Arts (**www.nea.gov**). These state and federal dollars work to strengthen partnerships between the public and private sectors in support of the arts. In May, the Commission will convene panels of arts professionals, educators, artists and community members from around the state to review your applications and make recommendations to the Commission about the strengths and weaknesses of the applications. These panel meetings are open to the public and we encourage you to attend, to hear the panel review of your application as well as the review of other applications in your area or discipline. Applicants have found that this experience helps them to better articulate their projects and intended outcomes, and their organization's history and goals, for their next grant application.

This document describes the different grant categories, eligibility requirements, and what Commission funds may be requested for, as well as tips for creating a competitive application. Review this information completely before beginning your online application. **The submission deadline for organization and school grant applications is Thursday, March 20, 2008.**

Applications are submitted through EGOR (**www.culturegrants-az.org**). The EGOR application will take you through a series of online steps requiring information from you and will provide tips along the way. If you applied last year, you will be able to access last year's application. Please know that Commission staff will be pleased to assist you in your effort to navigate EGOR, and contact information can be found within this Guide to Grants.

Thank you for your work, and for bringing the arts to people across Arizona.

Sincerely,

Virginia Cárdenas   Robert C. Booker
Commission Chair   Executive Director

Table of Contents

To request a copy of this document in an alternative format, please contact the Commission at (602) 771-6501 or email **info@azarts.gov**.

Application Information

Grant Application Deadline: Thursday, March 20, 2008

- Applications must be submitted electronically using the EGOR (Electronic Grants Online Resource) system on the Commission's website. EGOR (**www.culturegrants-az.org**) provides an automated email response confirming your electronic submission has been received. If you do not receive such a confirmation, contact the Commission immediately.
- The Commission office will be open until 5:00pm on March 20, 2008. EGOR will accept complete applications until midnight, March 20, 2008, Mountain Time, but we do not advise waiting this late to submit your application.
- The Commission will not accept applications by means other than EGOR; if you do not have Internet access, many local public libraries and local arts agencies offer public Internet access. If extenuating circumstances prohibit you from using EGOR, you must contact the Commission well before the application deadline to make alternative arrangements.
- Supplementary materials required for your particular grant category must be submitted electronically or postmarked or hand-delivered by Thursday, March 20, 2008, with an EGOR-generated Supplementary Materials Cover Sheet enclosed.
- Some grant programs require a letter of intent, please be aware of those deadlines.
- Grant applications will be reviewed May 12-16, 2008 and will be announced July 1, 2008.

What's New This Year to the Guide

This section is required reading before you begin an online grant application! Each year we hear comments and suggestions from our applicants, grantees and panelists about how our granting process works. Once we collect these ideas, we discuss them internally, consider options and potential impact, and then approach our Commission for feedback and direction. The end result is a series of changes that we incorporate into the grant guidelines.

American Masterpieces
Eligible fees for American Masterpieces project grants have been expanded to include production expenses and marketing. An educational component is also now required of all eligible American Masterpieces projects.

Arizona Dance on Tour
The eligibility requirements for Arizona Dance on Tour grants have been updated, broadening the scope of who may apply.

Arts Learning Project Grants
This cycle, the Commission announces a new grants category titled *Partners in Arts Learning*. The *Professional/Curriculum Development* Arts Learning Project Grant category has been eliminated and all Arts Learning grant categories have been reconsidered. Applications that would have been reviewed in the *Professional/Curriculum Development* area in the past are encouraged to review the new category definitions to determine which project grant area meets your needs.

Eligibility in the Arts Learning Project Grant categories is now based on the applicant's type of nonprofit/governmental organization:
- *Artist in Residence* – Applicants are schools and school districts
- *Community Enrichment* – Applicants are Boys and Girls Clubs, parks and recreation programs, neighborhood centers, libraries, social service and community organizations and YMCAs
- *Partners in Arts Learning* – Applicants are arts organizations

The Eligible Fee Charts for Artist in Residence and Community Enrichment grants now include supplies and new travel reimbursement rates; please see the corresponding eligible fee chart for more information. Also, Residency Roster Artist fees are now $50 per hour/session. Artist in Residence and Community Enrichment matching grants are based upon this $50.00 per hour/session rate.

Audit Requirement for GOS III
All GOS III grantees with operating budgets of $500,000 and higher must provide a certified audited financial statement in order to receive payment of funds. Those with operating budgets lower than $500,000 may now provide a financial statement approved by their board.

Festivals
Eligible fees for Festivals project grants have been expanded to include production expenses and marketing. During the panel review, the Festivals panel will now review all Festivals applications – festivals applications will no longer be reviewed in discipline-specific panels – as festivals share common requirements and complications.

"Special and Unusual" Statements
Special and Unusual Statements are no longer required for GOS III and Basic/Locals Aid organizations applying in project grant areas. Maximum Applications rules still apply.

How to Use EGOR

The Commission uses the Electronic Grants Online Resource – we call it EGOR. Organizations and schools apply online through EGOR and the application deadline is Thursday, March 20, 2008.

EGOR is a section of our website with a series of pages where you will fill out information. Some of the information you provide is for the Commission's internal use; other information is based on our grant guidelines and criteria, which will be reviewed by panels to rate your application and make funding recommendations. Before you begin entering information through EGOR, you will need to review this *Guide to Grants for Organizations and Schools 2008-2009* to make sure your organization is eligible, to decide which type of grant(s) you will apply for, and to read the details regarding your particular grant application.

EGOR is designed to benefit both applicants and the Commission in many ways. Your information is stored electronically on a secure server. Basic organizational information – contact information, mission, type of organization, etc. – is permanently stored so that you don't need to recreate or retype it in the future. When information changes (e.g., the project manager's or authorizing official's name or contact email address), you can update it in EGOR anytime during the year, ensuring that our mailings and email messages are received correctly. And we'll be able to use the information you give us more effectively and efficiently, such as reporting on the impact of your programs on the community, and analyzing and responding to information and trends in particular artforms or regions.

EGOR is broken down into short, clear sections and guides you through the process. A successful first step would be to review this *Guide to Grants*, talk to Commission staff about your proposed project, begin to collect information for EGOR, and write narrative sections. If you have received GOS/General Operating Support at ANY level over the past two years, check now to see what you're required to submit this year, since organizations that have received funding over last two consecutive years in ALL levels are on a two-year application cycle.

Once you feel prepared, log on to EGOR to update or create an Organization Profile and begin to complete your online application(s).

Eligibility Requirements

Applicants must meet the requirements described in order to apply for and receive funding.

Organizations Eligible to Apply

An applicant must be incorporated as an Arizona nonprofit organization or school with tax-exempt status under Section 501(c)(3) of the Internal Revenue Code; or be a unit of government. For Project Grants, Arts Learning Project Grants and General Operating Support Grants (GOS Level I), an unincorporated Arizona organization may apply through a fiscal sponsor, providing that the fiscal sponsor is an Arizona 501(c)(3) or governmental organization. **Unincorporated** Arizona organizations must:

- Identify the fiscal sponsor (entered on the Organization Profile page in your EGOR application)
- Include a letter from the fiscal sponsor agreeing to serve as such (to be submitted with supplementary materials)
- The fiscal sponsor's 501(c)(3) letter (to be submitted with supplementary materials) *and*
- The signature of an authorized representative of the fiscal sponsor (to be submitted with supplementary materials)

Acting as a fiscal sponsor does not jeopardize the sponsor's own grant applications. Both the applicant and the fiscal sponsor should research and clearly understand the legal implications of this type of relationship.

We Do Not Fund

- Organizations and schools that received Commission funding in fiscal year 2007, but failed to file a final report postmarked by November 15, 2007
- Projects sponsored by for-profit organizations
- Projects involving construction of facilities
- Debt reduction
- Food and beverages for receptions and hospitality functions
- Fundraising projects
- Scholarships and awards
- Producing organizations to tour or present themselves, except in Partners in Arts Learning projects
- Equipment/capital expenditures
- Regranting
- Indirect costs
- Lobbying expenses
- College or university-sponsored projects not open to the community outside the university setting
- In Project Grants, staff of the applicant organization
- For Project, Arts Learning and Arts Link to Tourism and the Economy Grants, any costs other than those delineated in the applicable Eligible Fees table

Maximum Applications

The Commission limits the number of applications that may be submitted by an organization, as follows:

- Nonprofit organizations = 3
- Government departments and agencies = 2
- University/college departments = 1
- Individual schools = 1
- School district departments or units = 1

Arizona ArtShare Working Capital Reserves Program Grants do not count toward the maximum number of applications.

Amount of Grant Award and Match Requirement

Because limited funding is available, grant awards are in most cases less than the full eligible amount. The amount of funding available for 2008-2009 is dependent on the level of funding from the State and the National Endowment for the Arts. Each grant program has particular guidelines for determining the eligible fees and matching requirements. Considerations in determining the grant award include:

- The minimum grant award is $750. Your budget must include at least $1,500 in eligible fees.
- Most grants are matched on at least a one-to-one cash basis by applicants.
- In-kind contributions may not be used to match grants.
- In general, no organization may receive more than 15% of its overall budget from the Commission.

To assist you in calculating the amount of your possible grant, refer to the Funding Scales and/or Eligible Fees Information provided for the applicable grant categories.

Continuing Support

Grant applications are evaluated according to the published criteria. An award granted one year does not indicate that panels in subsequent years will continue to recommend support. The Commission has affirmed that an organization or school should be supported as long as it is deemed worthy of support by the panelists and the Commission. The Commission has affirmed its support of service organizations.

Supplementary Materials

Each year, panelists tell us they are frustrated by receiving only promotional material that does not allow them to understand the artistic quality of an organization; material that does not reflect artistic programming that connects to an organization's mission; and material that does not connect to the guest artists named in the application. Please keep these warnings in mind when you consider what to submit, and do not submit a promotional tape or samples that do not relate directly to the application.

All supplementary materials that exist as documents (Word, Excel and PDF files), including cultural diversity plans for GOS applicants, can be uploaded electronically and submitted with your online application.

Audio/Visual materials, strategic plans that cannot be uploaded (for GOS III applicants), and Fiscal Sponsor letters (if applicable) must still be mailed in and postmarked by Thursday, March 20, 2008, accompanied by a Supplementary Materials Cover Sheet (generated when you complete your online application).

Before submitting your online EGOR grant application, you will fill out a Supplementary Materials Checklist itemizing both the Required (noted with an *) and Optional supplementary materials you will submit. The information below will provide instructions for submitting different types of materials, followed by what is required for each type of grant application, and the format in which you should submit it.

How to Submit Print Materials

You will upload Arts Programming, Staff List, Resumes, Cultural Diversity Plans, and In-Kind Support List (if applicable). On the EGOR Supplementary Materials Page, click the 'Upload New Document' link. Browse your files, select the file and click on 'Upload file'. Repeat for any additional files (up to eight). Files should be saved as a MS Word (.doc) or Excel file (.xls), simple text (.txt) or PDF format (.pdf). Documents submitted in any other format will not be reviewed.

Print materials not available electronically (news clippings, performance programs, bound strategic plans, etc.) may be submitted by mail. When you complete your Supplementary Materials Checklist in EGOR, you will generate a Supplementary Materials Cover Page that must be sent in with your mailed materials. Print and Audio/Visual materials must be mailed in one envelope postmarked by Thursday, March 20, 2008.

How to Submit Audio-Visual Materials

Audio/Visual samples are the best way to demonstrate your project/organization's artistic quality. They must be relevant to the project or application. You may also note your organization website.

Panels are encouraged to view supplementary information; however, at the beginning of deliberations, panels will accept fair and appropriate ways to view the materials. Generally, panels may review the work presented for up to two minutes. The Commission does not guarantee that all materials will be reviewed. To ensure that the panel reviews the work you wish to have presented, please follow the directions for the various acceptable media below. Use only the formats identified; samples provided in other formats will not be reviewed.

Materials will not be shared between panels. You must submit appropriate supplementary materials for EACH application. See below for how to prepare, label and format your materials.

- **VHS** - The video must be cued to the portion that you want the panel to see. Clearly label the videotape AND the sleeve with your organization name, and the artist/work to be viewed.
- **Music CD** - For digital submissions, sound recordings must be able to be played with Windows Media Player. For music tracks, label the CD jewel case insert with the organization name, and the track you want the panel to hear (we will start at the beginning of the track). Clearly label the jewel case with your organization name, and the artist/work to be viewed. For other types of files stored on CD, label the jewel case insert with the organization name, a list of the works submitted, the file name and title or work.
- **Video DVD** - For digital submissions, sound or video recordings must be able to be played with Windows Media Player. Label the DVD jewel case insert with the organization name, and the track you want the panel to see/hear. Clearly label the jewel case with the organization name, and the artist/work to be viewed.
- **Digital Image Files on CD or DVD** - Other digital files must be saved as .jpeg, .tif, or .bmp files. Submit up to 10 images. Label the CD or DVD jewel case insert (or enclose a full list) with the organization name, a list of the works or images, file name(s), title or work, and for visual arts/media/exhibitions applications, the date each work was completed, dimensions, medium, and other pertinent technical information. Images should be "full size" rather than "screen size."
- **Slides** - Submit up to ten 35mm slides. Do NOT send original artwork or glass slides. Slides must be enclosed in one 9x11 inch clear slide sheet. Label the slide sheet with the organization name. Label each slide with the artist name, and title of work. Mark "top" on each slide to indicate how slide is to be viewed. Slides must be numbered in the order they are to be projected. Enclose a sheet with your organization name at the top, then a list of the works submitted, numbered to correspond to the slides, title, date completed, dimensions, medium, and other pertinent technical information.

Return of Supplementary Materials

Print materials will not be returned to the applicant. The Commission will recycle all paper materials.

Audio/visual materials will not be returned unless accompanied by a self-addressed, stamped (not metered) envelope or mailer. These materials may also be picked up from the Commission between June 2 and July 15, 2008.

You are advised to read guidelines for the grant program to which your organization is applying for grant-specific supplementary materials requirements.

The Application Review Process

Your application will be reviewed by panels of experts and experienced lay-people that assess applications' strengths and weaknesses according to the published criteria for awards. Each panel, chaired by a non-voting Commission member, makes recommendations to the Commission regarding which applications receive priority in funding. Commission staff does not vote in the process. The panel meetings will occur on May 12-16, 2008 and are open to the public. The location for panel meetings will be announced on the Commission website, **www.azarts.gov**.

The Commission convenes for a final decision on grant awards based on the priority recommendations of the panel and available funding. This Commission meeting will occur on Thursday, June 19, 2008 and will be open to the public.

Notification

We provide written notification to all applicants regarding the status of their applications by mail during the first week of July (Arts Learning Project grant packets are sent after August 10th). Prior to July 1, staff will not respond to inquiries about the status of grant applications. Applicants may check on the status of their applications on EGOR after July 1.

Acknowledgement of Commission Support

Grants are made with funding provided through appropriations from the Arizona State Legislature and funding from the National Endowment for the Arts. Some programs receive support from additional funders. All grant recipients receive written information regarding proper and required acknowledgment of the Commission and other funders with their grant award letter.

Final Reports
Funded organizations are required to submit a Final Report within 30 days of completion of a project. Final Reports will be submitted electronically through EGOR. It is understood that if an organization requests and receives an extension for any project, the extension will not be considered as failure to meet the report deadline. Applications from organizations and schools that received Commission funding in fiscal year 2007 but did not file a Final Report postmarked by November 15, 2007, will NOT be accepted.

Review Process for Non-Funded Applicants
The application process is competitive. Non-funded grant applicants may request a denial conference (dissatisfaction with the amount of a grant is not grounds for a denial conference) to discuss their application through the following process. This process will be outlined in award notification letters.

Need
The Commission has adopted a policy stating that "financial need" is not a criterion in determining funding. We encourage both large and small arts organizations to plan for the future by developing working capital or other reserves. Thus, an applicant that has a surplus working capital or other reserve will not be penalized in the grant review process.

Staff Assistance
New applicants are strongly encouraged to contact the Commission well in advance of the deadline to discuss proposed application(s). New applicants may request Commission staff review a draft of their application. Only complete applications can be submitted as drafts. **Drafts must be submitted through EGOR no later than Monday, March 3, 2008.** Staff review does not guarantee funding, but can help strengthen proposals.

Please feel free to contact Commission staff to discuss any part of the grant application process. Please be advised that staff receives a high volume of calls and inquiries as the application deadline nears. You are encouraged to contact staff well in advance of the deadline.

Arizona Commission on the Arts Staff List

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Grant Programs

Arts Learning Project Grants

The Commission is committed to making the arts fundamental to education, particularly in programs that serve pre K-12 students, classroom teachers, arts specialists, teaching artists, and administrators in school, out-of-school and summer/inter-session programs. Arts Learning Projects can take place in a variety of settings and in a variety of formats. Arts Learning project grants have three categories to accommodate a variety of projects that fall within the scope of schools/organizations working with students, teachers or teaching artists in an arts learning capacity. These are: 1) In-School Artist in Residence; 2) Community Enrichment (includes out-of-school, after-school and intersession projects, initiated by community and social service organizations); and 3) Partners in Arts Learning.

We recommend that you contact Arts Learning Staff to discuss your project plan before submitting an application. Commission staff can provide guidance and access to resources and information that may help you as you develop your program. We offer you access to expanded information about arts education resources, creating understanding goals, evaluation and assessment tools and networks at **www.azarts.gov/artslearning**.

The Arizona Commission on the Arts supports programs that:
- Make the arts an essential, fundamental part of school curriculum
- Build students' skills and understanding related to the arts and reflecting the Arizona Arts Standards (for a copy of the Arizona Arts Standards, visit (**www.azed.gov/standards/arts/revised**)
- Provide professional development opportunities for educators and artists
- Demonstrate arts learning through the development of partnerships among artists, arts organizations, classroom teachers, arts specialists and the community
- Intend to leave a lasting impact
- Build community support and visibility for the arts and arts learning

You may provide studio space for artists in all disciplines to create or continue their own work during your program in order to better understand what an artist does both creatively and as a businessperson. Artists also can use their studio space to hold open rehearsals, post manuscripts of writing with reflective comments, exhibit preliminary sketches for work, etc.

When submitting application you should:
- Design a program that is appropriate to the size, mission and understanding goals of your organization. The scope of your program must be long enough for a high-quality program to take place with in-depth experiences for students/teachers. Your program should provide more than a simple exposure to the arts. You should design a program that takes place over a period of time with a group of identified students.
- Schedule planning sessions with all parties involved in the project both before submitting the proposal and before the project begins. These meetings should provide an opportunity to brainstorm and dream about what will make the project meaningful for students, teachers, and artists/arts organizations, and should result in clear goals and objectives before the project begins. This partnership requires listening to each other's strengths and limitations and designing a program that is both realistic and stimulating. A review meeting at the project's mid-point is also recommended to ensure expectations are being met and there is time to adapt the project as needed.
- Describe how your program will address the Arizona Department of Education's arts standards (**www.azed.gov/standards/arts/revised**).
- Demonstrate the quality of the artists and artistic resources that will be selected to work in your program. You can use artists selected through your organization's research or selected from the Commission's *Residency Roster* (**www.azarts.gov/residencyroster**). If you select artists not on the *Residency Roster*, documentation (in the form of résumé, slides, videos, CD's, writing samples, tapes) that demonstrates their artistic quality, ability to communicate about their art form and ability to carry out the project is required.
- Provide professional development opportunities where appropriate, or plans to disseminate what participants learned to others in your school/community to ensure systemic change in the education of the arts.
- Develop ongoing evaluation methods to generate feedback throughout your program and, in your project final report, discuss how successful you were in achieving your goals and objectives. Information about Arts Assessment is available at **www.azarts.gov/guide/evaluation_assessment.htm**.
- Enclose support letters from artists, arts organizations, consultants, schools, or community organizations involved in the project.
- Provide a statement detailing how you intend to involve the broader community in this experience. How will you develop community outreach activities to help build support for arts education? Some examples are presentations at school board meetings, parent workshops, invitations to parents and the community to attend a presentation of your project, tickets to a performance or exhibit, etc.

The goals of your project should focus on learning about an art form and/or connecting the arts to other areas of the curriculum. Create projects that will extend or deepen learning for students/participants, the artist, and school/community organization. Be able to describe the meaningful learning you want to occur over the course of your arts learning project. What is the enduring understanding you want students to develop? These big ideas should inform the **understanding goals** you develop for your arts learning project.

Consider whether your project will focus on:
- **Exposing** students to new ideas and art forms through participation
- **Exploring** ideas, tools, and process from arts disciplines (using them to develop understanding of ideas from two or more disciplines provides authentic integration of the arts disciplines into the full curriculum)
- **Developing** understanding about ideas through reflection and engagement in artmaking

One useful process for your project planning is called Backward Mapping. It consists of three general steps:
- Identify the understanding goals for your residency project. (Project goals)
- Identify how you will know that the students understand what you have presented. What will be the evidence of their understanding? (Ongoing assessment)
- Identify the learning experiences you will present in order to help develop their understanding. (Program planning)

Funding Criteria

The following criteria are the basis for the panel review of Arts Learning Project Grant applications:
- Artistic Quality of Project Design
- Articulation of Student and Teacher Learning
- Evidence of Understanding
- Evidence of Community Support
- Appropriateness of the Budget

What the Arizona Commission on the Arts can provide:
- Consultation in idea development of the project: community workshops, brainstorming meetings, site visits and telephone/e-mail, sharing of previously successful proposals, reports from previous years' projects by artists/schools
- Sample contracts that can be adapted based on agreements between schools/community organizations and artists
- Information on resources in arts education
- Matching funds to support the supplies and fees/travel/per diem expenses for artists and/or consultants for the project
- Review of an application draft for first-time applicants (drafts must be submitted through EGOR no later than March 3, 2008)

What the Arizona Commission on the Arts does not provide:
- Support for teacher's or staff salaries
- Funding for insurance
- More than one individual project per school
- Funding to organizations and schools that received Commission funding in fiscal year 2007 but failed to file a final report postmarked by November 15, 2007
- Support for food and beverages for receptions and hospitality functions
- Support for fundraising projects
- Support for scholarships and awards

In general, no organization may receive more than 15% of its overall general operating budget from the Commission

Commission Funding Priorities
The Commission is charged with increasing participation in and access to arts experiences for all Arizonans and therefore the Commission welcomes applications from all eligible organizations and schools. Automatic positive (+) ranking marks are given to:
- Projects and organizations in rural areas of the state (communities outside of the metropolitan areas of Tucson and Phoenix).
- Ethnic-run organizations and projects coordinated by such organizations. Ethnic-run organizations producing or presenting the arts must meet two of the following four criteria: the majority of board identifies as ethnic; the majority of staff identifies as ethnic; the majority of programs are identified as ethnic; the organization demonstrates involvement in ethnic community or communities.
- Organizations and projects representing and serving people with disabilities as their primary mission.

The positive (+) ranking marks provide applications with a step up during the funding allocation process. As an example, an application submitted by a rural, disabled, or ethnic-run organization that was ranked as a Medium in the panel process would be moved to a Medium-Plus ranking.

Types of Arts Learning Project Grants

Arts Learning Project Grants are available for schools/organizations working with students, teachers or teaching artists in an arts learning capacity. The types of Arts Learning Project Grants are determined based on the type of organization you are:

1. In-School Artist in Residence

Initiated by Schools and School Districts, this grant provides matching funds to support the supplies and fees/travel/per diem expenses for artist(s) providing arts learning residencies for students in schools, after school, out of school or inter-session programs. These programs focus on student learning and may additionally provide professional development services. Support for teacher's salaries and/or funding for insurance are not provided through this grant. No more than one Arts Learning Project per individual school is funded per year.

Examples include:

An elementary school will initiate an artist in residence project with a mural artist to create mosaics and a public sculpture on the school campus. This will provide an opportunity for students, teachers, parents and the community to work together to create a public art piece for the new school. Students will participate in the planning and design of the mosaics and meet standards in visual arts. Teachers will participate in a hands-on art making activity and integration workshop with the artist. Community members will be invited to help install and celebrate the unveiling in an evening reception.

A school district will create a district-wide artist in residence project for Fifth grade students. This project will engage with a Bluegrass Band, who will address early American folk genres through an interdisciplinary integration approach and focus on music art standards. Music teachers district wide will participate in a workshop with the artists and a community event will feature a performance by the band with student performers.

2. Community Enrichment/Out-of-School Projects

Initiated by Boys and Girls Clubs, parks and recreation programs, neighborhood centers, libraries, social service and community organizations and YMCAs. This grant provides matching funds to support the supplies and fees/travel/per diem expenses for artist(s) providing arts learning programs for students, community, teachers and/ or teaching artists. These programs focus on student learning and may additionally provide professional development services. Support for staff salaries or funding for insurance are not provided through this grant.

Examples include:

The Boys and Girls Club will initiate a project that places a professional teaching artist in clubs across metro Phoenix to explore the tools and process of creating photographs. The Teaching Artist will engage students in idea exploration and the history of photography. Funds will be used for the artist's seven-week program and supply costs.

An Arizona Library will present a series of storytelling events and workshops for their pre-K-3 population. This series will provide participants with an exposure to new arts forms through presentations by the artists and participation in creating their own stories.

Eligible Fees for Arts Learning Project Grants

Please take note there are separate eligible fees for each of the Arts Learning Categories. Locate the correct grant category to calculate eligible fees.

Example of How to Calculate Artist in Residence & Community Enrichment Total Grant Request

Artist fee request + Travel request + Supply request = Total Grant Request Amount

EXAMPLE

Eligible Fees	Actual Cost	ACA Request Amount
Mural Artist	$6,500	$2,500
6 days of travel x$60 per day	$ 360	$ 360
Ceramic Tiles	$ 550	$ 300
Totals	$7,950	**ACA Grant Request $3,160**

Eligible Fees for In-School Artist in Residence and Community Enrichment Grants
Use only for **Artist in Residence** and **Community Enrichment Project Grants**.
If you are writing a Partners in Arts Learning Project Grant, do NOT use the following table.

In School Artist in Residence & Community Enrichment Submit a budget that shows all the expenses and revenues for the project. However, Commission funds may be used only for the checked expenses and the grant award is a part of those expenses. **Staff costs are not eligible.**	Guest Artist(s), Consultant(s), Speaker(s) Fees, Travel, Meals, Lodging	Educational Supplies/Materials (consumable art materials to be used during project)	Production Expenses	Teacher/Staff Salaries	Insurance	Marketing	Evaluation	Transportation
In-School/Community Enrichment Grants	✓	✓						

Artist Fees

If artist/company fees/expenses are between:	You may request up to:
$1,500 to $4,000	50% of eligible fees/expenses
$4,001 to $6,000	$2,000
$6,001 to $8,000	$2,500
$8,001 to $11,000	$3,000
$11, 001 to $15,000	$3,500
$15,001 to $20,000	$4,000
$20,001 to $40,000	$4,500
$40,001 to $60,000	$5,000
$60,001 to $100,000	$5,500
Above $100,00	$5,500 + up to 5% of fees beyond $100,000

In this grants program, the minimum compensation for any artist or consultant is $50.00 per hour/session. Artists/consultants may set fees higher than this level. For information on Residency Roster artist fees, see the online Roster at **www.azarts.gov/residencyroster**. For non-Roster artists and consultants, discuss and negotiate artist fees and travel-related expenses directly with artist. The Commission's matching grants are based on a $50.00 per hour/session rate. Any fees above this level need to be paid by the school/community organization.
Also, the Commission strongly recommends artist services be limited to four class-period services per day, or two class-period services and one full performance per day. This assures a quality experience for all participants. Some artists may be willing to provide more services per day because of the flexibility of their artform or their own way of working. This is not to be expected, so be sure to confirm the artists' number of services for each residency day prior to submitting the grant, and include these details in your contract/letter of agreement.

Travel Fees

For projects where travel/per diem is requested, ACA provides a sample scale for travel/per diem. Round trip (RT) map mileage from artist/consultant's city to applicant city.

0-70 miles RT	$0 miles/lodging/meal honorarium
71-400+ miles RT	$60 per day, all-inclusive mile/lodging/meal honorarium

Maximum of $1,300 travel honorarium

Supply Fees

Where the purchase of supplies is necessary for the completion of the project, ACA provides supply fee honorarium. If supply fees are:

$1 to $300	Request actual cost
Above $300	$300

Maximum of $300 supply honorarium

3. **Partners in Arts Learning** - Providing arts learning experiences to broaden, deepen and diversify a community's relationship with arts organizations by engaging children, families and neighborhoods.

Initiated by arts organizations, this grant provides matching funds to support the fees, travel and per diem expenses for artists and/or consultants, supplies and other listed eligible fees for arts organizations creating partnerships with local school and or community-based organizations to deliver arts-based learning programs for students, communities, staff, teachers and/or teaching artists. Particular interest and support is given to projects that are sustainable, collaborative, and provide direct participation and access to quality arts experiences for participants and community at large and may also focus on or contain elements of professional development for staff, educators and/or teaching artists. Partnership projects must contain a community-based outreach experience for local schools, parents, community members etc. If the focus of your project is professional development you are not required to engage in a community outreach experience. Support for staff salaries or funding for insurance are not provided through this grant. No more than one Arts Learning Project per individual arts organization will be funded during a grants cycle.

Examples include:
An improvisational theatre troupe will partner with Phoenix Head Start in a project that places professional performing artists in Head Start classrooms to help teach the curriculum through the performing arts. Funds will be used for artists' fees for the seven-week residencies in Head Start preschool classrooms. Parents of students and local community members will be invited to attend a culminating performance at the end of the residency.

The Museum of Art will collaborate with two Arizona artists and partner with a small charter high school in their neighborhood to provide fifty 9th graders with a two-week artists-in-residence program during the artists exhibit at the Museum. The grant will allow the students to understand contemporary art through direct observation and hands-on artmaking, inspired by interaction with original works of art. Free tickets will be provided to students and their families to visit the Museum of Art and take part in an Artist Presentation.

The Arts Education Association will provide Arizona Art Educators with a weekend statewide conference, including professional development incorporating networking, speakers and workshops. This grant will support professional development for Arizona art educators who engage young people in artistic experiences. Educators will return to their home schools and provide a professional development session for classroom teachers on Arts Integration.

A dance company and social service organization will partner to provide after school hip-hop classes for youth. Students and parents of the participants will be provided tickets to attend a live performance of the dance company, where students from the after school program will be featured in a piece performed with the dance company.

A local arts organization will partner with a school district and conduct a yearlong planning and implementation process to create a multi-tiered art based learning menu wherein artists will conduct residency programs in the schools that include performance, exhibits and artmaking. Parents and students will be invited to the center to partake in performance, exhibits and artmaking activities.

Eligible Fees for Partners in Arts Learning Grants
Use only for the **Partners in Arts Learning Project Grant**.
If you are writing an Artist in Residence or Community Enrichment Project Grant, do NOT use the following table.

Partners in Arts Learning Category Submit a budget that shows all the expenses and revenues for the project. However, Commission funds may be used only for the checked expenses and the grant award is a part of those expenses. **Staff costs are not eligible.**	Guest Artist(s), Consultant(s), Speaker(s) Fees, Travel, Meals, Lodging	Educational Supplies/Materials (study guides, consumable art materials to be used during project, or the cost of ticket or admission fees for participants and community members)	Production Expenses	Teacher/Staff Salaries	Insurance	Marketing	Evaluation	Transportation
Partners in Arts Learning	✓	✓				✓	✓	✓

Partners in Arts Learning - Total Project Cost Funding Scale	
If eligible fees are between:	You may request up to:
$1,500 to $19,999	50% of eligible fees/expenses
$20,000 and Above	$10,000
For projects where travel/per diem is requested, ACA provides a sample scale for travel/per diem. Round trip (RT) map mileage from artist/consultant's city to applicant city.	
0-70 miles RT	$0 miles/lodging/meal reimbursement
71-400+ miles RT	$60 per day, all-inclusive mile/lodging/meal reimbursement

Requirements and Restrictions for Arts Learning Project Grants

In general, no organization may receive more than 15% of its overall general operating budget from the Commission. No more than one individual project per school. Arts organizations may only apply for one Partners in Arts Learning grant per grants cycle.

What the Arizona Commission on the Arts does not provide:
- Support for teacher's or staff salaries
- Funding for insurance
- Funding to organizations and schools that received Commission funding in fiscal year 2007 but failed to file a final report postmarked by November 15, 2007
- Food and beverages for receptions and hospitality functions
- Fundraising projects
- Scholarships and awards

Supplementary Materials: Arts Learning Project Grants

Items to Mail, these items must be postmarked by March 20, 2008
- Federal Tax Exemption Letter: For first-time applicants only. This is a letter from the IRS granting your organization or your designated fiscal agent 501(c)(3) status. It is NOT the letter assigning you a Federal Tax ID Number. Public Schools and Units of Government do not need to submit this.
- Audio Visual Materials: Include audio/visual/published materials documenting the artistic quality of the applicant organization. (**Required** if you are not using a Residency Roster artist). For tips on submissions see pages 6-7 of this Guide.

Items that can be uploaded in EGOR
- Letter of support, written and signed by the artist/company, arts organization, school, community organization, or consultant that will work with you on this project.
- Sample evaluation and assessment tools for students, participants and teaching artist(s).

How to Apply

Be sure to thoroughly read all the Arts Learning Project Grants information. Please use us as a resource as you put your grant application together. For assistance, contact Mandy Buscas, Arts Learning Director or Kim Willey, Arts Learning and Poetry Out Loud Coordinator.

Log onto EGOR (**www.culturegrants-az.org**) to complete your application, and remember to include all required supplementary materials.

Arts Link to Tourism and the Economy (ALTE) Grants

The Arts Link to Tourism and the Economy (ALTE) program aims to support projects that promote a community's artistic resources through economic development and cultural tourism strategies. The Commission plans to award up to 6 grants of up to $10,000 each to rural art organizations or tribal communities for substantial projects. Collaborative projects between rural economic development or tourism organizations, ethnic arts organizations, rural arts organizations and/or tribal communities in Arizona are especially encouraged.

What is Tourism and Economic Development?

Tourism is the business or industry of providing information, accommodations, transportation, and other services – including cultural experiences – to tourists.

Economic Development is improving the economic well being of a community through efforts that maintain suitable economic, social and cultural environments; in which balanced growth may be realized, increasing the wealth of the community.

What is Cultural Tourism?

Cultural Tourism was defined by the White House Conference on Cultural Tourism as "Travel directed toward experiencing the arts, heritage and special character of a place."

Benefits of Cultural Tourism:

- Whether through a visit to a museum, an arts festival, a heritage area, a performance or an historic building, authentic cultural attractions educate, elevate and entertain travelers nationwide.
- Creative partnerships between the cultural, commercial and public sectors afford communities, states and regions opportunities to create cultural tourism enterprises. These partnerships can further the missions of cultural organizations, expand the travel industry, and offer sustainable economic and social development strategies for areas in need of new business opportunities.

Characteristics of Cultural Tourists:

According to the Travel Industry Association of America 1998 *National Travel Survey,* travelers who include cultural events on their trips differ from other U.S. travelers in a number of ways. These travelers are more likely to:
- Have higher average household incomes: $48,000 vs. $37,000
- Have completed college: 41% vs. 32%
- Have managerial or professional occupations: 31% vs. 24%

In 2003, the Travel Industry Association of America and *Smithsonian* magazine released *The Historic/Cultural Traveler,* profiling the cultural tourist. It documented that compared to all U.S. travelers, cultural and heritage tourists:
- Spend more money: $623 vs. $457
- Are more likely to have a graduate degree: 21% vs. 19%
- Use a hotel, motel or B & B: 62% vs. 55%
- Are more likely to spend over $1,000: 19% vs. 12%
- Travel longer: 5.2 nights vs. 3.4 nights

Letter of Intent

A Letter of Intent to Apply is required for all ALTE applicants. Letters of Intent must be postmarked, faxed or emailed by Monday, March 3, 2008.

The letter of intent must highlight each of these points and must not exceed one page. Please note, some of these questions will be asked of you again in your official EGOR application.
- Describe the project activities, and where and when they will take place
- List the organizational partners included in this project (including a destination marketing organization: chamber of commerce, visitors center, convention and visitors bureau, etc.) and how the project will benefit from their participation
- Explain how tourism and/or economic development are integral to the project
- Describe the artistic focus of the project

Send to: ALTE Letter of Intent, Arizona Commission on the Arts, 417 West Roosevelt Street, Phoenix, AZ 85003. Fax (602) 256-0282 or email **mmenchaca@azarts.gov**.

Funding Criteria
The following criteria are the basis for the panel review of ALTE applications:
- Organization's history of artistic quality and creativity in programming
- Project's capacity to enhance the economic development, tourism and quality of life in a specific community
- Ability of the project to create or strengthen collaborations and partnerships with evidence of meaningful collaboration
- Capacity of the organization to complete the project and sustain it after the grant period ends
- Appropriateness of the budget

We Do Not Fund
- Organizations and schools that received Commission funding in fiscal year 2007 but failed to file a final report postmarked by November 15, 2007
- Projects sponsored by for-profit organizations
- Projects involving construction of facilities
- Debt reduction
- Food and beverages for receptions and hospitality functions
- Fundraising projects
- Scholarships and awards
- Producing organizations to tour or present themselves
- Equipment/capital expenditures
- Regranting
- Indirect costs
- Lobbying expenses
- College or university-sponsored projects not open to the community outside the university setting
- In project grants, staff of the applicant organization
- Any costs other than those delineated in the following "Eligible Fees for ALTE" table

Eligible Fees for ALTE

Project Grant Categories Submit a budget that shows all the expenses and revenues for the project. However, Commission funds may be used only for the checked expenses and the grant award is a part of those expenses. Staff costs are not eligible.	Guest Artist(s), Consultant(s), Speaker(s) Fees, Travel, Meals, Lodging	Educational Materials (exhibition catalogs, study guides, (film rental or shipping) literary magazines or books except textbooks	Production Expenses**	Conservation Materials	Shipping and Insurance	Marketing	Evaluation
ALTE	✓		✓			✓	✓

**Examples include: *project models; prospectus printing; literary magazine or book publishing; media production and post-production costs; production expenses for performing arts, presenting events, and festivals for the grant categories indicated*

Funding Scale
The minimum possible grant amount is $750, therefore your eligible fees must be a minimum of $1,500 and the maximum grant amount is $10,000. With eligible fees, you may request up to:

$1,500 to $19,999	50% of eligible fees
$20,000 and Above	$10,000

Eligibility for ALTE
Applicant must be either a rural arts organization or tribal community. Rural organizations are any organizations located outside of the metropolitan areas of Phoenix and Tucson. Nonprofit organizations in addition to federal, state, county, city and tribal governments in Arizona are eligible to apply.

Supplementary Materials: ALTE

Items to Mail, these items must be postmarked by March 20, 2008

- Federal Tax Exemption Letter: For first-time applicants only. This is a letter from the IRS granting your organization or your designated fiscal agent 501(c)(3) status. It is NOT the letter assigning you a Federal Tax ID Number. (Public Schools and Units of Government do not need to submit this.)
- Audio Visual Materials: Include audio/visual/published materials documenting the artistic quality of the applicant organization. (See "How to Submit Audio-Visual Materials" on page 7 of this Guide).
- Fiscal Sponsor: If you are using a Fiscal Sponsor, you must submit a letter signed by an authorized official of your Fiscal Sponsor organization agreeing to receive any grant funds on your behalf for this project, distribute them to your organization and maintain appropriate financial records.
- Resumes: One-page resumes of artists and/or consultants named in your application.

Items that can be uploaded in EGOR

- Arts Programming: a list of the previous, current and projected years' arts programming (no more than 3 pages). If the name of an exhibition or performance is not descriptive, describe or annotate the program statements to help panelists understand the nature of your program.
- Staff: A list of current staff and their titles.
- In-Kind Support: A detailed list of non-cash contributions/support, if applicable.

How to Apply

Be sure to thoroughly read all the information on the ALTE Grants. Please use us as a resource as you put your grant application together. For assistance contact Mitch Menchaca, Director of State and Local Partnerships.

Log onto EGOR (**www.culturegrants-az.org**) to complete your application, and remember to include all required supplementary materials.

General Operating Support (GOS) Grants

General Operating Support (GOS) Grants assist arts organizations with administrative and/or artistic expenses. GOS Grants are available to arts organizations of all sizes, local arts agencies, and tribal museums, whose primary mission is to produce, present or serve the arts. Organizations may use GOS funds for general operating expenses (frequently the most difficult type of grant to obtain) as well as leverage for other funding. The levels of support available are GOS I, II, III; Basic/Locals Aid; Tribal Museums; and Arizona ArtShare Working Capital Reserves Program. All grant awards are based on the organizational operating income and must be matched with cash (at least 1:1) by your organization.

All organizations that received GOS funding in FY07 and FY08 may apply on a staggered two-year cycle. New applicants at any level must submit a full application. During alternate years, GOS grantees will keep the same funding priority received during the last panel review. Actual grant awards may fluctuate from one year to the next depending on the availability of Commission funds. In addition, those required to submit Alternate Year materials this year will, through EGOR, complete an Organization Profile, and submit their cultural diversity plan and update, board information and chart, three-year budget, and one paragraph reporting on any staff or programmatic changes since last year's application and their impact on the organization. For information on your organization's application requirements this year, go to **www.azarts.gov/guide/application/multiyear_checklist.pdf** or contact the Commission.

Letters of Intent

A Letter of Intent to Apply is **highly recommended** for First-Time Applicants or an applicant that is applying after not receiving Commission funding for a period of time. A Letter of Intent to Apply is **required** to change levels of GOS.

Letters of Intent should not exceed one page in legnth. You must include the time and date of your organization's next board meeting, to invite a Commission staff member to possibly attend and discuss the guidelines and goals of the General Operating Support Grant program, schedule permitting. **Postmark Deadline: Monday, March 3, 2008.** Send to: GOS Letter of Intent, Arizona Commission on the Arts, 417 West Roosevelt Street, Phoenix, AZ 85003

GOS Grant Levels

GOS I

Assists arts organizations with small and medium annual operating budgets that do not have a full-time paid Executive Director. These grants may be used for any administrative and/or artistic expenses.

Requirements for GOS I
- 501(c)(3) arts organization/OR apply via a fiscal sponsor
- At least one-year track record of ongoing arts programming
- Submit a complete application (include Three-Year Budget, but not Project Budget) and Cultural Diversity Plan
- Submit supplementary slides, video or documentation to assist panelists in evaluating the artistic quality of programs

Maximum Grant Amount
Up to 6% of adjusted operating revenue for 2007-2008

GOS II

Assists arts organizations with annual operating budgets that have or intend to employ a professional full-time manager; these grants may be used for any administrative and/or artistic expenses.

Requirements for GOS II
- 501(c)(3) arts organization/OR a unit of city, county or tribal government
- Minimum of two years of fiscal and administrative activity
- Organization must show a commitment to a permanent full-time manager/staff position
- Submit a complete application, job description and Cultural Diversity Plan
- Submit supplementary slides, video or documentation to assist panelists in evaluating the artistic quality of programs
- GOS II organizations must employ a full-time Managing Director in order to receive funds, and grant amounts are based on a percentage of the Managing Director's salary. However, in order to be responsive to the needs of a variety of organizations, GOS II funds may now be expended on any operating expense(s) during the grant period. GOS II grantees will be required to submit BOTH a signed contract/employment agreement between the organization and the Managing Director AND a copy of the most recently-completed fiscal year's financial statements in order to receive funds.
- Managing director's job description

Maximum Grant Amount

Up to 50% of managing director's salary, including employee-related expenses (actual costs of insurance, vacation, paid leave).

Jobshare applications: Submit a one-page attachment describing why a jobshare serves the organization in an equal or better manner than one full-time employee; delineating the manner in which the job will be shared (schedule, responsibilities, etc.); and documenting the organization's commitment to appropriate salary and benefits for both employees.

Consortium applications: Submit a one-page attachment describing why a shared position serves the participating organizations; clearly delineating the employee's roles, responsibilities and schedule for each participating organization, and documenting each organization's commitment to appropriate salary and benefits for the employee. This attachment must be signed by each participating consortium member.

GOS III

Supports mid-sized arts organizations via multi-year grants; new applicants will be evaluated by a management/program audit prior to entry into the GOS Level III program. In a year where an organization is undergoing dramatic artistic, programmatic or management change, the organization may be asked to submit a complete application, even when it is a year when they would not otherwise be expected to submit a complete application.

Requirements for GOS III
- 501(c)(3) arts organization
- Must have had a full-time professional managing director for at least two years prior to application
- Submit a complete application, job description and Cultural Diversity Plan
- Submit a current written strategic plan in 8 1/2" x 11" format, approved by the organization's Board of Directors, which will be reviewed by the panel
- Supplementary slides, video or documentation to assist panelists in evaluating the artistic quality of programs is required for Full Applications.
- Applicants are eligible to receive a percentage of the organization's 2007-2008 adjusted operating income, including net rather than gross proceeds from sales such as raffles, concessions, gift shop and food services. All GOS III grantees with adjusted operating budgets of $500,000 and higher must provide a certified audited financial statement in order to receive payment of funds. Those with operating budgets lower than $500,000 may provide a financial statement approved by their board.
- GOS III organizations must have a minimum of 10% earned income, and 10% contributed income—that is, no more than 90% of either earned or contributed. *By requiring this threshold, the Commission ensures that your organization delivers value to your community, as demonstrated by individual and organizational contributions. As well, we recognize that a diversity of funding sources is one marker of a healthy nonprofit organization, protecting it from a rapid change in one particular funding source.*
- Organizations with fundraisers (sales, auctions and raffles) raising $100,000 or more, will be asked for details about the costs of any items purchased for sale/auction/raffle, and those costs will be netted out.

Maximum Grant Amount
Between 4%-7% of audited adjusted operating revenue for 2007-2008.

Basic Aid and Locals Aid

Provides general operating support to Arizona's large arts organizations and large local arts agencies with a total adjusted operating income in excess of $1,000,000.

Requirements for Basic Aid and Locals Aid
- New applicants will be evaluated by a management and program audit prior to entry into the program. In addition, to be eligible to enter the Basic Aid category, a nonprofit organization must be selected for and complete the multi-year stabilization training program for mid-sized arts organizations, as part of Arizona ArtShare.
- Organizations must demonstrate artistic and management stability prior to participation in Basic/Locals Aid.
- 501(c)(3) arts organization or a unit of city government with at least a five-year track record and have full-time paid management and artistic staff.
- Submit a complete application, job description and Cultural Diversity Plan
- Organization must serve a broad audience and public.
- At least 25% of adjusted revenues must be earned income (except local arts agencies).
- At least 25% of adjusted revenues must be contributed income, exclusive of restricted gifts (except local arts agencies).
- All applicants must be engaged in long-term planning, including mission statement and strategic plan (approved by the board) for next 3-5 year period. NOTE: This plan needs to be current as of the application.
- All applicants must have an education plan, approved by the Board, which includes information on how the organization is responding to the Arizona Arts Standards. Plans must be submitted with Full Year Applications (Basic Aid organizations are not applying with full year applications for FY09). For more information/assistance regarding responding to the Arizona Arts Standards, contact Mandy Buscas at (602) 771-6525 or email **mbuscas@azarts.gov**. Applicants must show financial resources to support

that plan, including a full-time staff person designated to develop and implement a K-12 education program. (If the plan is not acceptable, the Commission may designate up to 25% of the Basic Aid grant be used solely for arts education).
- Organizations with fundraisers (sales, auctions and raffles) raising $100,000 or more, will be asked for details about the costs of any items purchased for sale/auction/raffle, and those costs will be netted out.

Maximum Grant Amount

A percentage based on the average of three years audited adjusted operating income (2005-2006, 2006-2007, 2007-2008). Award basis includes net income from sales such as raffles, concessions, gift shop and food services and, for Basic Aid organizations, excludes all government income. The Commission will notify Basic and Locals Aid organizations that do not maintain a commitment to eligibility criteria. The organization will have three years to correct areas of concern. If those areas are not corrected, the organization will not be eligible for Basic or Locals Aid funding.

For assistance with Basic Aid, please contact Robert Booker, Executive Director. For assistance with Locals Aid, please contact Mitch Menchaca, Director of State and Local Partnerships.

Arizona ArtShare Working Capital Reserves

Working Capital Reserves Program Grants result from the interest income from Arizona ArtShare, the state's arts endowment.

Requirements for Working Capital

- Eligibility is limited to those Phase I organizations that have retained Working Capital Reserves from the original Arizona Arts Stabilization program, and Phase II arts organizations that have completed training with National Arts Strategies. The Commission's guidelines for applying for Working Capital Reserves Program Grants define eligibility as: mid-sized arts organizations that have successfully completed the National Arts Strategies training program, demonstrate the retention of previously-received Arizona ArtShare Working Capital Reserves Program Grants, and demonstrate positive liquidity and maintain a panel rating of medium or above. Funds will be released after compliance with special conditions and submission of annual audit.
- Organizations must submit a request for a Working Capital Reserves Program Grant through EGOR. Working Capital Reserves Program Grants do not count toward an organization's maximum of three applications. In addition to your GOS III or GOS Basic/Locals Aid application, "Start" an additional GOS application, select "Working Capital/Phase I & II" under Project Type. Follow the directions and "Submit" by March 20, 2008.

Locals Development

To further the growth of Local Arts Agencies (such as arts councils and arts commissions) at their particular levels of development, the Commission encourages locals to apply for General Operating Support at one of the four levels currently available for nonprofit arts organizations: I, II, III and Locals Aid. The following list shows the relationship between the development of the Local Arts Agency and the appropriate program level.

GOS Level I Local Arts Agencies must
- Be designated as the Local Arts Agency for your city/county/region
- Be volunteer-run, or employ part-time staff
- Submit letter from city/county authorizing agency in support of this grant
- Confirm that Commission funds will not be used for regranting

GOS Level II Local Arts Agencies must
- Be designated as the Local Arts Agency for your city/county/region
- Provide ongoing community service and program development
- Show commitment to a permanent full-time manager/staff position
- Confirm that Commission funds will not be used for regranting

GOS Level III Local Arts Agencies must
- Be designated as the Local Arts Agency for your city/county/region
- Serve as an active arts presenter and/or producer and/or arts service provider
- Have had a full-time professional manager for at least two years prior to application
- Confirm that Commission funds will not be used for regranting

Locals Aid Arts Agencies must
- Be designated as the Local Arts Agency for your city/county/region
- Employ full-time, paid management and artistic staff, at provide evidence of least a five-year track record and total adjusted operating income in excess of $500,000
- Confirm that Commission funds will not be used for regranting

For more information about grants and services for local arts agencies, please contact Mitch Menchaca, Director of State and Local Partnerships.

Tribal Museum Program
Tribal Museums may apply for General Operating Support to meet their needs.

Requirements for the Tribal Museum Program
- Tribal museums must employ or intend to hire a professional, full-time managing director
- 501(c)(3) organization or unit of tribal government
- Submit a complete application and job description
- Supplemental slides, video or documentation to assist panelists in evaluating the artistic quality of programs
- Eligible for up to 50% of the managing director's salary, including employee-related expenses (actual cost of insurance, vacation and paid leave)

Maximum Grant
Maximum Grant Request Amount: Up to 50% of salary, including employee-related expenses (actual costs of insurance, vacation, paid leave).

For more information about grants and services for Tribal Museums, please contact Mitch Menchaca, Director of State and Local Partnerships**.**

Multi-Disciplinary Organizations Applying for General Operating Support
The Commission accepts general operating support applications from organizations that include but are not limited to the arts; to be eligible, at least 50 percent of the organization's programming must be arts-based. These multi-disciplinary organizations may also present, for example, history or science programming.

The Commission pro-rates the eligible support based on the amount of arts programming in the following ways: The applicant identifies and documents through a complete, printed listing, the proportion of arts/cultural programming compared to other (science, humanities, history) disciplines, based on the current fiscal year. Commission staff may work with the applicant to find the most accurate method of determining this ratio (such as proportion of non-arts expenses to arts-related expenses, proportion of arts within total activities/exhibitions, square footage dedicated to arts programs, number of staff dedicated to arts programs, or some combination) most reflective of the applicant's structure. Calculation of grant awards is based on the following methods:
- GOS Level I: The percentage of arts programming will be applied to the eligible income amount; that is, if arts represent 50 percent of programs, applicant is eligible for up to 50 percent of 10 percent of the organization's income for the appropriate fiscal year.
- GOS Level II: The percentage of arts programming will be applied to the eligible income amount; that is, if arts represent 50 percent of programs, applicant is eligible for up to 50 percent of 50 percent of the position's salary.
- GOS Level III/Basic Aid: The percentage of arts programming will be applied to the organization's adjusted income for the appropriate fiscal year. If ratio is based on non-arts expenses, this entails adjusting both the actual non-arts expenses and a concurrent ratio of administration/overhead from the total income.

Funding Criteria
The following criteria are the basis for the panel review of General Operating Support Grant applications:
- Artistic quality and creativity of the organization
- Ability of the organization to serve the needs of the community, including potential public exposure and public benefit, and efforts to reach artists and audiences from culturally diverse groups
- Managerial/administrative ability of the applicant organization to carry out arts programming and properly administer funds granted
- History of the applicant organization in producing, presenting or serving the arts
- Appropriateness of the applicant organization's budget to carry out its proposed program(s)

Funding Eligibility Scale for GOS

	If your adjusted operating income is between:	Maximum ACA grant amount	Maximum $ amount
GOS Level I		6% of FY08 Estimated Income	$6,000
GOS Level II/Tribal Museums		50% of Manager's Salary	$10,000
GOS Level III	If your adjusted operating income is $400,000 or below:	7% of FY08 Estimated Income	$20,500
	If your adjusted operating income is $400,001 - $800,000:	5.5% of FY08 Estimated Income	$25,000
	If your adjusted operating income is $800,001 or higher:	4% of FY08 Estimated Income	$37,000
Basic Aid and Locals Aid	The Maximum ACA Grant Amount is calculated by taking your adjusted operating income from FY06, FY07 and FY08; averaging them; and then calculating a percentage of that average. Last year, the percentage was 1.44. No award is less than the maximum GOS III award.		

Requirements and Restrictions for GOS

Cultural Diversity Plan: REQUIRED FOR ALL GOS LEVELS
In 1989, the Arizona State Legislature established the Arizona Arts Trust Fund. These funds support the General Operating Support Grants awarded by the Commission. Part of the related legislation requires that organizations awarded General Operating Support serve the needs of the community, including efforts to reach artists and audiences from culturally diverse groups. Grant conditions, which must be met before an organization's funding is distributed, include representation by racial/ethnic community members on their board of directors, and submission of a current Cultural Diversity Plan with the grant application.

Organizations must UPLOAD a copy of their current Cultural Diversity Plan when submitting their EGOR grant application. This plan should assure racial and ethnic participation on your board. This Cultural Diversity Plan must:
- List goal and strategies to identify representatives from racial or ethnic communities
- Evaluate past efforts to reach racial or ethnic board members
- List resources to be contacted to increase racial or ethnic representation on your board
- Be current and approved by the Board of Directors at a recent meeting

The panel will consider this information, and the board chart you complete in EGOR in relation to this section's review criterion. Some organizations have submitted Cultural Diversity Plans which are broader is scope; e.g., they address gender, age, sexual orientation, disability, geography, or other diversity issues; describe artistic programming, staffing or advisory councils that connect to the organization's diversity goals; or relate the board's policies, or holistic organizational approaches, that address building diversity. Such information is not requested or required by the Commission, however organizations certainly may submit Cultural Diversity Plans that are broader in nature, as long as the required information is represented.

For more information, go to **www.azarts.gov/culturaldiversity** or contact Mitch Menchaca, Director of State and Local Partnerships, or Jaya Rao, Accessibility and State and Local Partnerships Coordinator.

Not Eligible for GOS Levels I, II, III, Basic/Locals Aid
- Any division of local, state or federal government except Local Arts Agencies (including arts councils and arts commissions) and Tribal Museums
- Organizations not dedicated to producing, presenting or service of the arts as their primary mission (The arts must comprise at least 50% of programming to be eligible)
- Programming/production projects (see Project Grants)
- Auxiliary/affiliate organizations
- Organizations and schools that received Commission funding in fiscal year 2007 but failed to file a final report postmarked by November 15, 2007
- Debt reduction
- Regranting
- Lobbying expenses
- Any costs other than those delineated in the applicable Eligible Fees table

Supplementary Materials: General Operating Support

Items to Mail, these items must be postmarked by March 20, 2008.
- Federal Tax Exemption Letter: For first-time applicants only. This is a letter from the IRS granting your organization or your designated fiscal agent 501(c)(3) status. It is NOT the letter assigning you a Federal Tax ID Number. (Public Schools and Units of Government do not need to submit this).
- Audio Visual Materials: Include audio/visual/published materials documenting the artistic quality of the applicant organization and the named guest artists/consultants
- Current Strategic Plan for GOS III and Basic/Locals Aid Applicants
- Education Plan for Basic/Locals Aid Applicants
- Fiscal Sponsor: If you are using a Fiscal Sponsor, you must submit a letter signed by an authorized official of your Fiscal Sponsor organization agreeing to receive any grant funds on your behalf for this project, distribute them to your organization and maintain appropriate financial records
- A copy of the full time managing director's job description is a required piece of supplementary information, and should be uploaded electronically when applying for GOS II or the Tribal Museum Program

Items that can be uploaded in EGOR
- Arts Programming: a list of the previous, current and projected years' arts programming (no more than 3 pages). If the name of an exhibition or performance is not descriptive, describe or annotate the program statements to help panelists understand the nature of your program
- Staff: A list of current staff and their titles
- Cultural Diversity Plan
- In-Kind Support: A detailed list of non-cash contributions/support, if applicable

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How to Apply

Be sure to thoroughly read all the information on the GOS Grants and Levels to find the type of grant the most closely fits your organization. Please use the Commission as a resource as you put your grant application together. For assistance, contact us at (602) 771-6501 or email **info@azarts.gov**.

Log onto EGOR (**www.culturegrants-az.org**) to complete your application, and remember to include all required supplementary materials.

Project Grants

Project Grants assist all types of organizations with providing quality arts programming to their community. Project Grants are awarded, in general, to assist with the costs of connecting artists (or their artistic work) with the community. These arts experiences are what create the public value of the arts and the rationale for the investment of public funds.

Producing Organizations that are submitting Project Grants are advised to show their entire project's budget (such as the full production costs for a work with a guest director), not just the guest artist's expenses, to allow the panel to see the entire scope of their project.

Organizations are required to match these costs as well as provide their own funding for staff, marketing, administration and the other expenses required to produce these activities.

The shape and scope of projects is purposely left flexible to respond to the diverse and changing needs of communities. They may include exhibits, festivals, artist residencies of any length, series of readings, performances or lectures, workshops and master classes, production of literary publications, or the creation of public art and design projects. *Applicants actually define the community being served* - it may be geographic or artistic; culturally or age-specific; or may be defined by another attribute.

Types of Project Grants

Arizona American Masterpieces

The **Arizona American Masterpieces** initiative provides Arizona citizens with access to America's greatest cultural legacies and traditions. This initiative supports projects across the state that reflect the artistic heritage of America and our state. Supported projects will focus on the work of American artists who have left indelible impressions on the nation's cultural landscape and have pioneered and shaped the American experience. This project grant is open to all art disciplines. The work of Arizona artists is eligible if it meets the criteria for American Masterpieces.

What makes an American Masterpiece?

Selected masterworks or master artists and should reflect a majority of the following:
- The work or artist has left indelible impressions on the nation's cultural landscape and shaped the American experience
- The work or artist is of acknowledged national stature and tenure
- The work captures, reflects, molds and/or changes our perceptions of the American experience
- The artist has created a significant body of work over time
- The work/artist influenced the artform or art world, and/or influenced a generation of subsequent creative or interpretive artists
- The artist is recognized through productions/awards/honors outside of the local community
- The work of the artist has generated substantial critical, scholarly and/or community recognition and response (e.g., articles, publications, catalogues, features, appearances, etc.)

Eligible projects must include a related educational component. Such projects include, but are not limited to, re-creations, reconstructions, productions, presentations, readings, exhibitions, meet-the-artist, broadcasts, and touring of existing masterworks or Master Craftsmen that are open to the public.

Examples of Arizona American Masterpieces could include local productions of great American choral work; musical theatre performances of work by Rogers and Hammerstein, Cole Porter, or John Philip Sousa; opera performances of work such as *Nixon in China* by John Adams and Alice Goodman; a reading series on the works of modernist poets Muriel Rukeyser, Hilda Doolittle (H.D.), Laura Riding, or Louise Bogan; or exhibitions of work by visual artists Richard Avedon, Jimmie Durham, Luis Jimenez, Hung Liu, Maria Martinez, Faith Ringold, Kara Walker, or others that represent the best of American art, performance, and literature.

The Commission believes that because of Arizona's rich and diverse cultural heritage, Arizonans interpret the idea of American Masterpieces in a slightly different manner than might the rest of the nation. In Arizona, American Masterpieces projects might *also* include an exhibition of the work of a revolutionary Chicano muralist, an exhibition showcasing Navajo/Dine weaving culture, or a performance of traditional tribal dance.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide.

Arizona Dance on Tour

Arizona Dance on Tour is an initiative begun by the National Endowment for the Arts in 1990. Through NEA support, the Arizona Commission on the Arts has assisted in strengthening dance presenting in the state from 1990 to the present. Over the years, Arizona Dance on Tour has taken many forms, including the residency and touring of major American Dance companies/artists in metropolitan and rural settings in the state. In recent years the program has assisted rural presenters in increasing their sophistication and comfort level with regard to the presentation of dance.

The following goals of Arizona Dance on Tour are embraced and reflected by existing participating presenters, and serve as mandatory guidelines for presenters applying for Arizona Dance on Tour funding:
- Extended residencies that engage the community are the core criteria of the program. Extended residencies would be more than one day, with several activities scheduled in the community as well as a public performance.
- Arizona Dance on Tour dance companies must have an established reputation and a successful history of touring. In selecting ensembles, it is wise to consider those who have experience touring, especially in rural areas, and those who embrace the notion of community engagement.
- Arizona Dance on Tour funds are most always granted to rural dance presenters, unless the presenter demonstrates that their target audience is clearly underserved, or unless the presenter demonstrates a block-booking plan with the intent to partner with other Arizona presenters in order to maximize resources.
- Arizona Dance on Tour performance facilities must be adequate for dance productions in terms of stage, backstage requirements, technical requirements and crew. Alternative venues and site-specific productions are welcomed; however, such venues must provide adequate facilities to ensure performers' safety and comfort. If you are unsure whether your facility meets these requirements, please contact the Commission for a site visit.
- A goal of the program is to provide access to excellent dance, but also to build awareness and understanding of the art form. Forming a community team to plan activities well in advance of the residency will help achieve success in this goal.
- Presenters should demonstrate a commitment to include dance as a regular part of programming.
- Establishing and building relationships with dance companies/artists inside and outside the state as well as with other dance presenters are a preferred outcome.
- Block-booking is not a requirement for Arizona Dance on Tour but it is generally to a presenter's advantage to create a block or participate in an existing tour, either with in-state or out-of-state presenters/producers. Remember that you can participate or initiate a block-book with presenters who are not applying for Dance on Tour funding.

Applications for Arizona Dance on Tour funding are due **March 20, 2008**. The dance panel will review Arizona Dance on Tour applications in May. **Activities must take place during the next fiscal year (July 1 – June 30, 2009)**. Funding through the program is for partial fee/travel support; therefore the applicant must provide the balance of the fee as well as the marketing and production costs. Arizona Dance on Tour presenters deal directly with the selected companies/agents. Commission staff is available for technical assistance.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Arizona Dance on Tour, please contact Jennifer Tsukayama, Performing Arts Director.

Design/Public Art

Design/Public Art projects enhance the visual quality of Arizona's communities and build community awareness and appreciation of good design in Arizona. Design and Public Art Projects range from conferences and workshops to signage for historic/arts districts, commissions of public works of art, and streetscape plans of public spaces. Design disciplines include, but are not limited to, architecture, landscape architecture, historic preservation, graphic design, environmental design and planning. All projects must reflect the appropriate use of and payment to artists/design professionals.

Public Art grant assistance is not, in general, available to municipalities or counties if a local "percent-for-art" ordinance is in place. (Nonprofit organizations located within such communities may apply). However, if the project is outside of the limitations of a given Percent for Art ordinance, municipalities and counties with Percent for Art programs may submit a project grant application in the category of Design/Public Art. They must include a statement of approximately 200 words to make a case for how the proposed project is outside the parameters of their existing program.

The following must be documented in a Design/Public Art Project funding request:
- Evidence of community support
- An open competitive process used for artist selection
- Names and credentials of artist selection panelists, or the process used to select panelists
- Plans for fundraising

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Design/Public Art, please contact Adriana Gallego, Visual Arts Director.

Festivals
Festivals grants support guest artist fees/expenses, marketing and production expenses for festival projects. During the panel review, the Festivals panel will now review all Festivals applications – festivals applications will no longer be reviewed in discipline-specific panels – as festivals share common requirements and complications.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Festivals, please contact Mitch Menchaca, Director of State and Local Partnerships, or Jaya Rao, Accessibility and State and Local Partnerships Coordinator.

Literature
Literature projects present short- or long-term residencies, workshops, reading series, and support literary publications (books and magazines, but not textbooks).

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Literature, please contact Chris Burawa, Literature and Communications Director.

Meet the Composer
Meet the Composer/Arizona develops audiences for the music of our time and brings the public into direct contact with composers. MTC/AZ encourages the commissioning of new music and emphasizes the involvement of Arizona composers. MTC/AZ supports the entire spectrum of music including blues, concert, chamber, choral, dance, electronic, folk, jazz, new, opera, orchestral, etc.

Program requirements:
- Applicants should identify methods to attract new audiences to the event(s).
- Composers may participate as performers, conductors, speakers, lecturers, panelists, or teachers.
- Project application must outline the overall project and state how the composer will engage in meaningful interaction with the public.
- MTC/AZ supports commissions and collaborations; however, the composer must participate on-site in public interaction or on broadcast.
- Projects that propose out-of-state composers must indicate how Arizona composers will be involved in one or more activities.
- At least one activity with the composer must be publicized as open to the public.

Artist Selection: applicants must specify the composers for the project and outline their selection process. Applicants must identify the city and country where the composer generally works.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Meet the Composer, please contact Jennifer Tsukayama, Performing Arts Director.

Multidisciplinary Presenting/Projects
Multidisciplinary Presenting/Projects present multi-day residencies or series of events that engage artists from more than one discipline.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Multidisciplinary Presenting/Projects, please contact Casey Blake, Individual Artist Services Coordinator.

Performing Arts - Dance, Theatre, Music, Opera
Discipline-specific performing arts projects may include, but are not limited to, multi-day residencies, season series, festivals, master classes/community classes and commissioning of new work for public performance. Corps/ensemble fees may be requested by a producing organization when working in a rehearsal/development situation with a guest artist.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Performing Arts, please contact Jennifer Tsukayama, Performing Arts Director.

Visual/Media Arts

Visual/Media Arts projects support guest artist fees for residencies, workshops, lectures, conferences, exhibitions, festivals or other visual arts projects. Visual Arts organizations may request funds to develop exhibitions.

Applicants are strongly urged to submit visual materials that support the application and that demonstrate the artistic quality of the project or organization.

Media Arts grants assist in the presentation and production of projects designed to connect the public with the media arts.

Grant awards are based upon eligible fees. For specific eligibility information related to this grant area, please refer to the Eligible Fees for Project Grants chart on page 28 of this guide. For more information about grants and services for Visual/Media Arts, please contact Adriana Gallego, Visual Arts Director.

Funding Criteria

The following criteria are the basis for the panel review of all Project Grant applications:
- Artistic quality and creativity of the project
- Ability of the project to serve the needs of the community, including potential public exposure and public benefit, and efforts to reach artists and audiences from culturally diverse groups
- Managerial and administrative ability of the applicant organization to carry out arts programming and properly administer funds granted
- History of the applicant organization in producing, presenting or serving the arts
- Appropriateness of the applicant's budget to carry out its proposed program(s)

Commission Funding Priorities: Rural, Disability and Ethnic-Run Organizations

The Commission is charged with increasing participation in and access to arts experiences for all Arizonans and therefore the Commission welcomes applications from all eligible organizations and schools. Automatic positive (+) ranking marks are given to:
- Projects and organizations in rural areas of the state (communities outside of the metropolitan areas of Tucson and Phoenix).
- Ethnic-run organizations and projects coordinated by such organizations. Ethnic-run organizations producing or presenting the arts must meet two of the following four criteria: the majority of board identifies as ethnic; the majority of staff identifies as ethnic; the majority of programs are identified as ethnic; the organization demonstrates involvement in ethnic community or communities.
- Organizations and projects representing and serving people with disabilities as their primary mission.

The positive (+) ranking marks provide applications with a step up during the funding allocation process. As an example, an application submitted by a rural, disabled, or ethnic-run organization that was ranked as a Medium in the panel process would be moved to a Medium-Plus ranking.

We Do Not Fund

- Organizations and schools that received Commission funding in fiscal year 2007 but failed to file a final report postmarked by November 15, 2007
- Projects sponsored by for-profit organizations
- Projects involving construction of facilities
- Debt reduction
- Food and beverages for receptions and hospitality functions
- Fundraising projects
- Scholarships and awards
- Producing organizations to tour or present themselves
- Equipment/capital expenditures
- Regranting
- Indirect costs
- Lobbying expenses
- College or university-sponsored projects not open to the community outside the university setting
- In project grants, staff of the applicant organization
- Any costs other than those delineated in the following Eligible Fees for Project Grants table

Eligible Fees for Project Grants

Project Grant Categories Submit a budget that shows all the expenses and revenues for the project. However, Commission funds may be used only for the checked expenses and the grant award is a part of those expenses. Staff costs are not eligible.	Guest Artist(s), Consultant(s), Speaker(s) Fees, Travel, Meals, Lodging	Educational Materials (exhibition catalogs, study guides, film rental or shipping) literary magazines or books except textbooks*	Production Expenses**	Conservation Materials	Shipping and Insurance	Marketing	Evaluation
Arizona American Masterpieces	✓	✓	✓			✓	
Arizona Dance on Tour	✓						
Design/Public Art	✓		✓	✓	✓		
Literature	✓	✓	✓				
Multidisciplinary Presenting/Projects	✓						
Festivals	✓		✓			✓	
Performing Arts (dance, theatre, opera, and music including Meet the Composer)	✓						
Visual Arts	✓	✓			✓		
Media Arts (radio, film, video)	✓		✓				

*Technology: *Because more visual arts work is connecting the arts and technology, costs associated with the production materials such as gallery catalogs on CD-ROM, etc. will now be considered as eligible fees for projects when those costs are directly tied to the artistic mission of the organization and its efforts to reach audiences/participants.*

**Examples include: *project models; prospectus printing; literary magazine or book publishing; media production and post-production costs; production expenses for performing arts, presenting events, and festivals for the grant categories indicated*

Project Grant Funding/Eligibility Scale

If eligible fees are between:	You may request up to:
$1,500 to $4,000	50% of eligible fees
$4,001 to $6,000	$2,000
$6,001 to $8,000	$2,500
$8,001 to $11,000	$3,000
$11,001 to $15,000	$3,500
$15,001 to $20,000	$4,000
$20,001 to $40,000	$4,500
$40,001 to $60,000	$5,000
$60,001 to $100,000	$5,500
Above $100,000	$5,500 + up to 5% of fees beyond $100,000

Supplementary Materials: Project Grants

Items to Mail, these items must be postmarked by March 20, 2008
- Federal Tax Exemption Letter: For first-time applicants only. This is a letter from the IRS granting your organization or your designated fiscal agent 501(c)(3) status. It is NOT the letter assigning you a Federal Tax ID Number. Public Schools and Units of Government do not need to submit this.
- Audio Visual Materials: Include audio/visual/published materials documenting the artistic quality of the applicant organization (see How to Submit Audio-Visual Materials" on page 7).
- Fiscal Sponsor: If you are using a Fiscal Sponsor, you must submit a letter signed by an authorized official of your Fiscal Sponsor organization agreeing to receive any grant funds on your behalf for this project, distribute them to your organization and maintain appropriate financial records.

Items that can be uploaded in EGOR
- Arts Programming: a list of the previous, current and projected years' arts programming (no more than 3 pages). If the name of an exhibition or performance is not descriptive, describe or annotate the program statements to help panelists understand the nature of your program.
- Staff: A list of current staff and their titles
- In-Kind Support: A detailed list of non-cash contributions/support, if applicable

How to Apply

Be sure to thoroughly read all the information on the Project Grants and Types of Project Grants to find the type of grant that most closely fits your organization. Please use us as a resource as you put your grant application together. For assistance, contact us at (602) 771-6501 or email **info@azarts.gov**.

Log onto EGOR (**www.culturegrants-az.org**) to complete your application, and remember to include all required supplementary materials.

Resources

Commission Resources

Organizational Effectiveness
An organization can look at its structure like a stool with three legs. If any of these legs aren't strong or fully developed, the "three-legged stool" isn't stable. If this happens to an organization, the organization may be at risk. The Commission can help you access your capacity in each of the above areas and provide tools and assistance. The Commission provides a variety of tools, resources, links and ideas for arts organizations of all sizes and disciplines to increase their effectiveness. Professional Development, Consultant Services, Board Development and Governance, Self-Assessment and Grants are among the array of tools you can use to meet your organizational goals.

To access the Organizational Effectiveness Toolkit, go to **www.azarts.gov/orgeffectiveness**.

Cultural Diversity Toolkit
The Commission on the Arts is pleased to provide the Cultural Diversity Toolkit in response to requests for ideas and assistance as organizations respond to their changing communities and to Commission guidelines in representation on their boards. Organizations that have taken advantage of these resources have reported a positive impact on their organizational culture and actions.

To access the Cultural Diversity Toolkit, go to **www.azarts.gov/culturaldiversity**.

Evaluation/Assessment Resources
Our goal is to support the arts and the vital, substantive impact they can have on student learning. We believe that students are constructors of knowledge. Students interpret information, integrate it with their previous understandings and construct new understandings of the world. Students as "learning-artists" should be given problems to solve that share features with those that intrigue professional artists. This enables students to engage in and identify with artistic processes central to creative thinking.

To access the Evaluation/Assessment Resources, go to **www.azarts.gov/guide/evaluation_assessment.htm**.

Accessibility
The Commission provides technical assistance and consultancies for organizations that need to improve their accessibility, and a self-evaluation survey you can use to assess your current accessibility and identify areas that need to be addressed. In addition, ARTability-Accessing Arizona's Arts, a statewide consortium to connect people with disabilities to the arts, provides information and resources.

For more information, go to **www.azarts.gov/accessibility** or contact Jaya Rao, Accessibility and State and Local Partnerships Coordinator at (602) 771-6532, **jrao@azarts.gov**.

Residency Roster
One of the purposes of the Arizona Commission on the Arts is to connect artists with communities. To help people learn more about the arts in Arizona, we've created the *Residency Roster*, which offers an overview of Arizona artists and arts organizations. As you look through this website, you'll be struck by the exciting range of arts and talents found across the Grand Canyon state.

To access the Residency Roster, go to **www.azarts.gov/residencyroster** or contact Mandy Buscas, Arts Learning Director at (602) 771-6525, **mbuscas@azarts.gov**.

Quick Turnaround Grants
The Commission provides quick turnaround grants, available year round for artists, schools and organizations.

For more information, go to **www.azarts.gov/qtg** or contact Jaya Rao, Accessibility and State and Local Partnerships Coordinator at (602) 771-6532 or **jrao@azarts.gov**.

Legal Requirements

Applicant organizations must adhere to federal and state fair labor, civil rights, handicapped accessibility regulations, age discrimination statutes, regulations regarding lobbying with appropriated monies, and accounting record requirements.

1) Fair Labor Standards: All professional performers and related or supporting professional personnel employed on projects or productions which are financed in whole or in part under the grant will be paid, without subsequent deduction or rebate on any account, not less than the minimum compensation as determined by the Secretary of Labor to be the prevailing minimum compensation for persons employed in similar activities.

No part of any project or production which is financed in whole or in part under the grant will be performed or engaged in under working conditions which are unsanitary or hazardous or dangerous to the health and safety of the employees engaged in such project or production. Compliance with the safety and sanitary laws of the State in which the performance or part thereof is to take place shall be prima facie evidence of compliance.

2) Civil Rights: Title VI of the Civil Rights Act of 1964 provides that: No person in the United States shall on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance (Section 601).
Title IX of the Education Amendments of 1972 provides that: No person in the United States shall on the basis of sex be excluded from participation in, be denied the benefits of, or be subject to discrimination under any education program or activity receiving Federal financial assistance.

3) Disabilities: Section 504 of the Rehabilitation Act of 1973 provides that: No otherwise qualified handicapped individual in the United States, as defined in Section 7(6)* shall, solely by reason of his/her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal assistance.

The Americans with Disabilities Act (ADA) prohibits discrimination on the basis of disability in employment (Title I), state and local government services (Title II) and places of public accommodation and commercial facilities (Title III). Like Section 504 regulations, the ADA's definition of a disabled person extends beyond those who are visually, hearing, mobility, and learning impaired to include individuals with AIDS or infected with HIV, the AIDS virus.

*For the purposes of Section 504, the term "handicapped individual" means any person with (a) a physical or mental disability which substantially limits one or more of such person's major life activities, (b) has a record of such a disability, or (c) is regarded as having such a disability.

4) Age Discrimination: The Age Discrimination Act of 1975 provides for nondiscrimination in federally assisted programs or activities on the basis of age.

5) Lobbying with Appropriated Monies: In accordance with a Congressional directive, grantees are requested to note the following provisions of federal law regarding the use of federal funds for lobbying activities:

18 U.S.C. Sec. 1913 Lobbying with appropriated monies.

"No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, to favor or oppose, by vote or otherwise, any legislation or appropriation by Congress, whether before or after the introduction of any bill or resolution proposing such legislation or appropriation;
"But this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to Members of Congress on the request of any Member of Congress, through the proper official channels, requests for legislation or appropriations which they deem necessary for the efficient conduct of the public business."

In addition, use of federal grant funds for lobbying activities is prohibited by OMB Circular A-122.

6) Accounting Records Supported by Source Documentation: Because grant awards are made up, in part, of Federal funds from the National Endowment for the Arts, recipient organizations (sub grantees) are required by the Federal Office of Management and Budget to maintain accounting records which are supported by source documentation, should there arise the need to audit the organization's use of grant funds. For information on procedures for determining the allowability and allocability of costs, recipient organizations should consult OMB Circular A-87 if the sub grantee is a state or local governmental agency, A-22 if a nonprofit organization, or A-21 if an educational institution.

Public Value/Public Participation

"Every time someone participates in the arts, value is created."
- Mark Moore, Ph.D., Kennedy School of Government, Harvard University

It may be safe to assume that certain general values – healthy and vital communities, opportunities and success for young people, safe neighborhoods, fairness and equity in receiving government services – are commonly held, and that many of these public values can be delivered, in part, through opportunities to participate in the arts. The Commission supports opportunities for Arizonans to participate in the arts – as viewers, as those who create art, and as supporters through time, money and policymaking. By supporting a broad range of opportunities – in many different artforms, communities and modes of participation – public value is created. Public Value is a principle or ideal, service or product, intrinsically valuable or desirable to the citizens of Arizona, and therefore worthy of state support. It is not a static or well-defined thing, but involves multiple and changing values, beliefs and results that are held by a group or community at a particular moment, in its current environment.

As you prepare your project or programming, please keep in mind these thoughts about public value. It is not expected that every project or organization the Commission funds will serve the entire public, nor must every funded project deliver broad and general public value. Some projects are narrow, deep and specific; some don't focus on a public event, but make possible the creation of work that adds to the artistic canon. These are no more or less competitive than those that serve a large number of people.

Tech Tips

When using EGOR, Tech Tips are available. You will find a small Tech Tips logo throughout EGOR, or go to **http://www.culturegrants-az.org/include/tips.htm**.

 Tech Tips

Glossary

Please use this glossary to complete your application narrative and budget forms.

Accessibility Services
Programmatic, communication or contractor expenses to make programs accessible to people with disabilities (e.g. American Sign Language interpreters, alternate-format materials, TT equipment, audio describers, open captioning). Do not include capital expenses.

Admissions
Revenue from the sale of admissions/tickets/subscriptions for the project's events/ exhibits, and memberships. Example of formula: projected average number of people attending each event x number of events x cost ticket/admission fee per event plus total membership dues = total admissions income. Include these specifics on your Project Budget form.

Affiliated Organizations
Auxiliaries, guilds and "friends" organizations that raise money on behalf of the applicant. Include all revenues and expenses if affiliated organization operates within the applicant's 501(c)3 status; if affiliate is a separate organization, include only cash contributions received by applicant from affiliated organization.

Applicant
An organization that is applying for a grant.

Applicant Cash
Cash in hand (checking, savings) that will be drawn out and spent for project/operating expenses in the given fiscal year. (Applicant Cash not used in the given fiscal year and carried forward should be listed on line 38, Surplus/(Deficit)).

Application
The documentation and material that an applicant submits to request a grant.

Arizona Arts Trust Fund
The fund created by A.R.S. § 41-983.01 and funded with $15 from each annual filing fee submitted to the Arizona Corporation Commission by for-profit corporations.

Arizona Arts Trust Fund Grant
Those general operating support grants that include funds derived from the Arizona Arts Trust Fund.

Arizona Commission on the Arts ("Commission")
The state arts agency, consisting of fifteen members appointed by the Governor.

Arts Discipline
This is a standard list of disciplines, used nationally. Choose the primary artistic discipline of your organization (for many disciplines, you will be given a second drop-down menu to further define your discipline). If you present more than one arts discipline, select Multidisciplinary. If you are a school, select Multidisciplinary.

Arts Service Organization
An organization that provides services to its members and/or the community at large, such as technical assistance, research, promotion and marketing, networking, advocacy, workshops and conferences and other professional development. Arts service organizations generally do not produce or present artwork.

Arts Standards
Standards adopted by the Arizona State Board of Education that identify what students should know and be able to do in the arts at specific points in their academic careers; they specifically focus on the concepts: Create, Relate, and Evaluate. For complete standards documents, see **www.azed.gov**.

Board Member
A trustee of a nonprofit organization elected or appointed according to that organization's bylaws.

Chief Executive Officer's Name
Executive Director, Managing Director, Director, Chief Administrator, etc. K - 12 schools should list their Principal or Superintendent.

Consultant
An individual contracted by the organization for a specific period of time to provide duties and services not typically filled by an employee. A consultant may advise an organization on research, education or other topics related to the artistic quality and direction of the project or organization. A consultant may not be an employee or board member of the organization. Only consultant fees directly related to the artistic or educational quality of the project may be considered eligible fees in Project Grant applications; they must be described in the project narrative, and itemized in the project budget.

Contracted Services
Includes the sale of workshops/classes or other services performed by the applicant organization for other community organizations; government contracts for specific services; performance or residency fees; or tuition.

Corporate Contributions
Cash contributed by businesses or corporations (not individuals).

Criteria
The established and published standards used to evaluate an application to determine if a grant award is recommended.

Denial Conference
The method by which applicants that were not recommended for a grant may request a review of their application.

Division of Local, State or Federal Government
An organization or entity whose staff is paid by an agency of the local, state or federal government.

D-U-N-S Number
A D-U-N-S number is a unique nine-digit identifier for single business entities, which also links corporate family structures together. D-U-N-S numbers are free, do not open you up to solicitation or risk, and in today's global economy, are the standard for keeping track of the world's businesses. Although optional, we highly recommend your organization acquire, and provide us with, a Dun & Bradstreet D-U-N-S number to help measure the scope and impact of Arizona's creative industry. To get your free D-U-N-S number and be counted, visit
www.americansforthearts.org/sc/sign upandbecounted

Employer Identification Number (EIN)
This is a nine-digit number (e.g. 12-3456789) supplied to all organizations by the Internal Revenue Service. All organizations applying to the ACA must have one. If you are a school, this is your school district tax identification number. Do not use your school PTA/APT/PTO number here. If you are unincorporated and applying through a Fiscal Sponsor, this must be the Fiscal Sponsor's EIN number. For more information, go to
www.irs.gov/businesses/small/article /0,,id=98350,00.html.

Ethnic-run Organization
Ethnic-run organizations producing or presenting the arts must meet two of the following four criteria: the majority of board identifies as ethnic; the majority of staff identifies as ethnic; the majority of programs are identified as ethnic; the organization demonstrates involvement in ethnic community or communities.

Fees
The expenses you will pay during your project/year for guest artists/companies/consultants.

Fiscal Sponsor
Any Arizona organization, designated 501(c)(3) tax exempt by the Internal Revenue Service, that accepts grant funds on behalf of an organization. For more information, go to FAQ's on using EGOR/Fiscal Sponsors at
www.azarts.gov/guide/faqs.htm.

Foundation Grants
Grants received from a private or community foundation.

Full Time Employees
An administrative or artistic position that has a paid schedule of at least 35 hours per week. Do not include part-time staff.

Fundraising Events
Funds expended and received specifically related to special events, galas, raffles, etc. to solicit income for the organization's ongoing operations.

Funds Released from Restrictions
Monies with time- or project-based restrictions that will be available to, and used by, the applicant organization for operating expenses during the given fiscal year.

General Operating Support (GOS)
A grants program administered by the Commission that provides funds to organizations to be used for administrative or artistic expenses, or both.

Government Support
Grants or contracts received from city, county, state or federal agencies or programs.

Grant
An award of financial support to an organization, for the purposes requested in the application.

Grantee
An organization receiving grant funds.

Grant Conditions
Specific requirements, agreed to by the grantees in writing, that must be met or undertaken to receive a grant.

Grant Deadline
The published date by which an application must be postmarked or hand-delivered to the Commission to be considered for a grant review.

Grant Review Panel
A group of citizens appointed by the Commission to review and make recommendations on public policy and applications for grants.

Grant Review Panel Chair
A Commissioner who serves as a non-voting member of the panel to ensure that state law is followed and that there is an open, fair process for the review of applications by the grant review panel.

Grant Review Panel Comments
Documented comments made by the grant review panelists during the application review process that become the public record of the process after the final grants are awarded.

Guest Artist
An individual contracted by the organization for a specific period of time to provide duties and services not typically filled by an employee. A consultant may advise an organization on research, education or other topics related to the artistic quality and direction of the project or organization. A consultant may not be an employee or board member of the organization. Only consultant fees directly related to the artistic or educational quality of the project may be considered eligible fees in Project Grant applications; they must be described in the project narrative, and itemized in the project budget.

Guidelines
Information published annually describing the Commission's grant program, including the application process, forms and formats, eligibility requirements and criteria.

In-Kind Support
Donations of time and services by individuals and businesses; includes contributions of use of equipment, employees and facilities for projects. In-kind support is not allowable for matching Commission grants and must not be included in project or organization budgets. You may include a one-page Supplementary statement to document in-kind contributions for the panelists' information.

Large Arts Organization
A producing or presenting organization, generally with an annual operating budget of $500,000 or more, which currently receives support through the Arizona Commission on the Arts' Basic Aid program.

Lecture/Demonstration
An activity, generally 45-60 minutes in length, in which an artist or artist ensemble provides examples and explanation of their artform to a group of people. Lecture/ demonstrations may be formally staged or as a less structured activity in a small space, and may be interactive.

Legal Requirements
The federal and state standards and regulations including those regarding fair labor, civil rights, accessibility, age discrimination, lobbying with appropriated monies, accounting records, and other published requirements to which organizations accepting a grant must adhere.

Legislative Districts
These are the state and congressional districts based on the physical address of your organization.

Local Arts Council/Commission
("Locals") Local arts agencies, also referred to as "Locals" or LAAs. A municipal, regional or private nonprofit organization, designated by its municipality, region or county to advise and implement municipal/regional/county arts policy. Composed of volunteer members of the public, usually appointed, they may also have professional staff. In addition to policy advisement, they may make grants, provide public programs, present or produce the arts, manage facilities, coordinate public art programs, assess community cultural needs, and provide a variety of other activities in response to community needs.

Marketing/Public Relations/Promotion
All costs for marketing, publicity and promotion specifically identified with the organization's efforts to tell the community about its programs and services; include cost of newspaper, radio and television advertising, printing and mailing of brochures, flyers and posters.

Match
The applicant's financial contribution to the project, in addition to the grant, that demonstrates the community support of the project.

Mission Statement
A broad statement of purpose formulated by an organization as part of its organizing charter and providing specific direction for the organization's programs, services and activities. The mission statement should provide a structure against which meaningful evaluation of the organization's effectiveness can be carried out in future years.

Nonprofit Organization
Schools; governmental units; and corporations that are exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.

Organization or Project Goals
Desired results or conditions consistent with an organization's Mission Statement.

Organization Name
The formal name of the organization associated with your Employer Identification Number (EIN). Schools should list the individual school name.

Other Private Contributions
Revenue derived from cash donations, including individuals; do not include corporate, foundation or government grants.

Other Remaining Operating Expenses
Expenses for categories not listed elsewhere. May include technology, subscriptions, training, printing, or other costs not itemized elsewhere. Space is provided to itemize the most significant categories.

Other Revenue
Revenue from sources not listed elsewhere. May include income derived from catalogue sales and advertising space in programs.

Outside Fees & Services/Artistic
Payments for artistic services to firms or persons who are not considered employees of applicant organization. Examples: guest artistic directors, jurors, conductors, curators, dance masters, composers, choreographers, etc.

Outside Fees & Services/Other
Payments for technical and consultant services to firms or persons who are not considered employees of the applicant organization. Examples are lighting crews, stage managers, costume crews, art packers, installationists, preparators, technology specialists, sign language interpreters and other consultants.

Partnerships/Collaborations

If two organizations plan to participate equally in the design and delivery of a project, one organization must serve as the lead applicant in the Commission grant. The Commission is only able to fund one grant per project. The two partner/collaborating organizations must make a decision as to which organization is better equipped to manage and report on the potential project grant, bearing in mind that there are limits to the number of project grants allowed per organization in a given grants cycle.

Per Diem

A specific amount paid by a sponsor organization to an artist or artist ensemble for lodging and meal expenses while they carry out a project outside their community of residence. Per diem amounts may be included as eligible fees in a grant application, and must be specifically agreed to between the artist/artist ensemble and the sponsor organization.

Performance Fee

The amount paid to a performing artist/ensemble for a fully produced, public performance generally 90-120 minutes in length (including an intermission). This may be a self-standing single performance; or may be a culminating event of a community or school residency.

Personnel/Staff

Salaries, wages and benefits paid to persons considered employees of the applicant organization.

Presenter/Presenting Organization

An arts organization in any discipline, or combination of disciplines, which selects or curates artwork created by artists or artist ensembles outside of their organization and which presents it to their community. Examples include community concert associations, nonprofit galleries and organizations or departments that present series of writers' readings.

Producers/Producing Arts Organizations

Arts organizations in all disciplines which create and/or perform artwork - examples include orchestras, theatre companies which cast and stage productions, publishers, etc.

Production Expenses

Funds expended for site/venue rental, costumes, sets, lights, props, royalties, printing, shipping, installation, framing, etc., necessary to the production.

Professional Affiliation

This is the name of the board member's business/employer. If none, list "None."

Race/Ethnicity Codes

You should use the one code that best represents 50 percent or more of your organization's or grantee's staff or board or membership.

N - 50% or more American Indian/Alaska Native
A - 50% or more Asian
P - 50% or more Native Hawaiian/Pacific Islander
B - 50% or more Black/African American
H - 50 % or more Hispanic/Latino
W - 50% or more White
99 - No single group listed above comprises 50% or more of staff or board or membership

You must also indicate the race/ethnicity of those served by your project.

N - Primarily serves/represents American Indian/Alaska Native individuals
A - Primarily serves/represents Asian individuals
P - Primarily serves/represents Native Hawaiian/Pacific Islander individuals
B - Primarily serves/represents Black/African American individuals
H - Primarily serves/represents Hispanic/Latino individuals
W - Primarily serves/represents White individuals
99 - Does not primarily serve/represent any single group

Residency

A multi-day project in a school, after-school program or community in which an artist or artist ensemble is "in residence," providing activities to one or multiple groups which introduce them to, or expand their understanding of, the artist/ensemble's artform and artistic process. Residencies often provide sequential experiences for participants, and can run any length, from a few days to a year.

Restricted Funds

Contributed assets whose use is temporarily or permanently restricted by the donor, until certain time and/or purpose conditions are met. Restricted funds are not included in the income calculation for Commission general operating support grants; when conditions are met and funds are released for operating use they are included in the calculation.

Rural Organization

Any organization that is located outside of the metropolitan areas of Phoenix and Tucson.

Sales

Income and expenses related to sales used to support the operations of the applicant organization. Sales may be related or unrelated to the mission of the applicant organization. Examples include sales shops, concessions, gallery co-op sales and food services.

School Number

This is the last 3 digits of your Arizona Dept of Education-assigned CTDS (CTDS=County Code, Type Code, District Type & Site Number), commonly referred to as "school number." If you don't know the last 3 digits of your CTDS number, click here to search on the AZ Dept of Education's School Search website: **www.azed.gov.** Select "search by school name." Enter your school's name in the search engine, and your school's CTDS number will be at the top of the listing.

Service

A single activity, generally running from 45-60 minutes in length, provided by an artist or artist ensemble. Services may be workshops, teacher or staff inservice activities, school assemblies, mini-performances/readings, speaking engagements or lecture/demonstrations. Artists should not be scheduled for more than four services per day; and should be scheduled for less services on a travel/performance/exhibit/reading day. Services often involve set-up time.

Single Engagement

An agreement between a sponsor organization and an artist for a single activity such as a reading, performance or workshop. Single engagement fees must be negotiated between sponsor organization artist, including any travel and per diem costs in addition to the engagement fee.

Space/Facilities

Payments specifically identified with the project or organization for purchase or rental of office, rehearsal studio, theatre, hall, gallery and other such spaces, including utilities, insurance, maintenance and other costs specifically related to use of the space.

Sponsor Organization

An organization such as an arts organization, community organization, school or corporation which contracts with an artist, artist ensemble or consultant to provide services for their community, students/faculty, members or employees. Sponsor organizations, if they meet eligibility requirements, may apply for Matching Grants from the Commission to help support artist/consultant fees and other eligible expenses.

Underserved Populations

Persons who are members of ethnic or racial minorities, have disabilities, or are from communities outside the metropolitan areas of Phoenix and Tucson.

Working Capital Reserves Program

Although working capital reserves is a standard accounting term for an organization's liquidity (current assets less current liabilities), do not list such liquidity on this line. Instead, this line refers to Working Capital Reserves as a specific program, and is to be used when the organization has committed, through staff and board agreements, to designate a portion of the organization's assets to a restricted Working Capital Reserves Program. This Reserve is to be used as a cash flow management tool, and in general will consist of funds received through the Arizona Arts Stabilization program, funds received through the Arizona ArtShare Working Capital Reserves program, and/or additional Working Capital Reserves designated by the board.

Workshop

An activity provided by an artist or artist ensemble, which provides hands-on training to a group in a particular artform or to create a particular art object. Workshops may be one-time, or may consist of multiple, sequential activities.